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2 July 1986

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: Deputy Director, Intelligence Community Staff

SUBJECT: Recommendation for Award of the Defense Distinguished Service Medal to VADM E. A. Burkhalter, Jr.

1. Action Requested: Your signature on the attached award recommendation addressed to the Secretary of Defense.

2. Discussion:

a. In addition to any Intelligence Community award that you might deem appropriate to honor Admiral Burkhalter on the occasion of his retirement from the Navy, I believe that he should also be awarded the Defense Distinguished Service Medal in recognition of his outstanding performance while Director, Intelligence Community Staff. This award is the highest for non-combat military service and is:

"awarded by the Secretary of Defense to any military officer of the United States who is assigned to joint staffs or other joint activities of the Department of Defense and who distinguishes himself by exceptionally meritorious service in a position of unique and great responsibility."

b. The attached recommendation and proposed citation has been prepared in the required format for your signature. If you agree with the recommendation, your signature before departure for Europe hopefully will ensure that the necessary review in DoD will be completed in time for presentation at Admiral Burkhalter's retirement ceremony on 11 August.

Attachment: a/s



Eloise R. Page



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The Director of Central Intelligence

Washington, D.C. 20505

2 July 1986

MEMORANDUM FOR: The Honorable Caspar W. Weinberger
Secretary of Defense

SUBJECT: Recommendation for Award of the Defense Distinguished
Service Medal to VADM E. A. Burkhalter, Jr.

1. Under the provisions of Executive Order 11545, I recommend that VADM E. A. Burkhalter, Jr. be awarded the Defense Distinguished Service Medal in recognition of his outstanding performance while Director, Intelligence Community Staff, from October 1982 until his retirement in August 1986. If at all possible, approval of this recommendation would be appreciated to permit the awarding of this medal at his retirement ceremony scheduled for 11 August.

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2. As my senior adviser on both military and Intelligence Community matters over the past four years, Admiral Burkhalter's performance has routinely and uniformly reflected superb managerial ability, broad experience, and sound judgment. His advice and active participation in the management of the Intelligence Community have been invaluable in forging a greater cooperation and effectiveness among the intelligence organizations of the United States than at any time in our nation's history.

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3. In organizing and managing the Intelligence Community (IC) Staff, my primary conduit for effecting day-to-day decisions concerning Intelligence Community activities, Admiral Burkhalter has demonstrated extraordinary initiative in establishing an organization that successfully solicits the diverse views of the Community and provides, to the greatest extent possible, an unbiased forum for consideration of issues important to our nation's intelligence capabilities. He has tailored the IC Staff to be correctly perceived as an advocate rather than an adversary of Community programs. As such, the Staff enhances the effectiveness of each of the Community's elements by providing coherence, coordination, and efficiency in the development of intelligence policy, planning, and budgets. Admiral Burkhalter's unique ability to get people working together toward a common purpose, without undue consideration for their parent organization's parochial equities, has been remarkable. He has maintained close and productive contact with State, CIA, FBI, Treasury, Energy, OSD, the JCS and the Services to ensure the most effective coordination on all issues. The spirit of cooperation that he has inspired across these diverse entities has, in turn, helped us all focus on the real intelligence problems of this nation and identify changes necessary for improved support to policymakers.

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4. Under Admiral Burkhalter's dynamic leadership, the Community has systematically identified weaknesses in our intelligence capabilities, structured innovative programs necessary to correct these weaknesses, and actively justified the budget increases necessary to fund the major rebuilding of intelligence that we have nurtured over the past six years. A key element in the success of this unprecedented budget growth has been the convincing justification before the Congress of the important role that intelligence plays in the national security equation, particularly in supporting our military planners and operators during peacetime, crises, and war. Admiral Burkhalter's military background, broad intelligence experience, and personal rapport with members of the Congress have been essential ingredients in this educational process. []

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5. Admiral Burkhalter has also been an extremely valuable catalyst in focusing the Community's efforts against a range of concerns of immediate importance to our national security. He established in early 1983 and has since chaired the Caribbean Basin Intelligence Steering Group (CBISG), a coordinating body comprised of senior representatives from the Community designed to share information and ideas on ways to provide intelligence in support of US interests in that volatile region. Under CBISG auspices we have sharpened our intelligence focus on Central America and have brought to bear the resources necessary to carry out Presidential guidance and the mission assigned to the Commander in Chief, U.S. Southern Command. Admiral Burkhalter has chaired the CBISG with fairness and distinction, having routinely demonstrated his ability to be an effective, honest broker of Community interests. []

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6. Another effort which exemplifies Admiral Burkhalter's unique ability to bring diverse interests to bear on an intelligence problem of national concern is his work to improve our indications and warning (I&W) in the European theater. He was responsible for overseeing the creation of an imaginative program involving the joint participation of DoD and CIA field assets to enhance significantly our I&W capabilities through innovative melding of state-of-the-art sensor technology with good, human source tradecraft. Due primarily to his strong leadership, persistence, and the respect that he has earned in both the DoD and CIA bureaucracies, we were able to field a system with demonstrated potential for greatly improving our warning of warfighting preparations by the USSR/Warsaw Pact forces. Additionally, this program has served as a model for other joint DoD/CIA initiatives that have the long-term potential for greatly expanding cooperative intelligence efforts in support of military operations. []

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7. In addition to actively seeking solutions to near-term problems, Admiral Burkhalter has also been a strong proponent of improved Community planning to prepare us better for the challenges to intelligence that we project through the end of the century. He initiated the DCI's Off-Site Planning Conferences, at which Community leaders meet with the DCI at retreat for a day and a half every six months to discuss, in an informal setting, the major topics which will likely have significant planning and resource implications in the years ahead. As a direct result of these conferences, the Community has taken concrete steps in such areas as improved exploitation of open source materials, establishment of closer liaison between intelligence and the Strategic Defense Initiative efforts, greater protection for information derived from signals intelligence, and recognition of exceptional personnel engaged in human source collection through the establishment of the DCI's Exceptional Collector Award Program. [REDACTED]

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8. Another planning effort in which Admiral Burkhalter has worked diligently to articulate the issues and focus Community attention is the improved survivability of intelligence assets in scenarios ranging from natural disasters through full-scale nuclear exchange. He co-chaired with the Assistant Secretary of Defense for C³I a Senior Review Panel responsible for responding to the President's National Security Decision Directives 13 and 127 for improved capabilities in this arena. The resulting Nuclear Weapons Master Plan is the first comprehensive description of the kinds of major investments that must be undertaken by both DoD and the Intelligence Community if the desired survivability of intelligence assets is to be realized. [REDACTED]

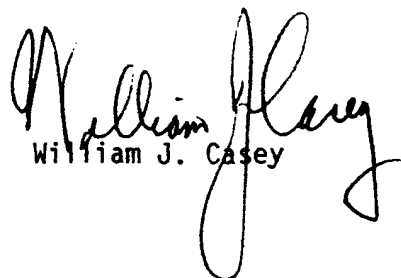
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9. Each of the foregoing examples is offered as illustrative of Admiral Burkhalter's essential role as my principal advisor on all Intelligence Community matters. His insight, management ability, leadership skill, and tireless dedication have proven extremely effective in focusing the Community elements on areas where genuine improvements in capabilities were feasible, and ultimately achieved. [REDACTED]

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10. In sum, Admiral Burkhalter is an outstanding professional who has left an indelible mark on our nation's intelligence apparatus. I strongly recommend that he be awarded the Defense Distinguished Service Medal as appropriate recognition of his unparalleled contributions to the security of the United States. [REDACTED]

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William J. Casey

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CITATION

The President of the United States takes pleasure in presenting the
DEFENSE DISTINGUISHED SERVICE MEDAL to

Vice Admiral E. A. Burkhalter, Jr.
U.S. Navy

for service as set forth in the following citation:

"For exceptionally meritorious service to the Government of the United States in a duty of great responsibility as Director, Intelligence Community Staff, from October 1982 to August 1986. An extremely competent, experienced, and resourceful leader, Vice Admiral Burkhalter served as principal advisor to the Director of Central Intelligence on both military and Intelligence Community matters. Vice Admiral Burkhalter's advice and active participation in the management of the Intelligence Community have been invaluable in forging a greater cooperation and effectiveness among the intelligence organizations of the United States than at any time in our nation's history. Under his dynamic leadership, the Community has systematically identified weaknesses in our intelligence capabilities, structured innovative programs necessary to correct these weaknesses, and actively justified the budget increases necessary to fund the major rebuilding of the nation's intelligence capabilities over the past six years. Vice Admiral Burkhalter has also been an extremely valuable catalyst in focusing the Community's efforts against a range of concerns of immediate importance to our national security in both the Caribbean Basin and the European Theater. By his outstanding leadership, judgment, initiative, and tireless dedication, Vice Admiral Burkhalter has upheld the highest traditions of the United States Navy, and his performance reflects great credit on himself, the Intelligence Community, and the United States Government."

SUBJECT: Award Recommendation for VADM E. A. Burkhalter, Jr., USN

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